

Millennium Challenge Corporation

Reducing Poverty Through Growth

Request for Intermittent Technical Experts in Artisan Sector Development Consulting Services

Financial and Private Sector Development (FPSD)

Department of Operations

The Millennium Challenge Corporation (MCC) is a U.S. Government corporation whose mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizenry.

MCC provides grants to low-income nations that have satisfied the eligibility criteria for participation in the program and have entered into an agreement (a “Compact”) with the MCC regarding specific programs and activities to be implemented over a five year period. Eligible countries develop and submit proposals to MCC for its consideration.

To carry out its operational mandate, MCC seeks the services of 2 - 4 experienced consultants (“Designated Consultants”) to assist it in conducting due diligence of such projects or activities and/or assisting client countries in further developing or refining projects proposed for assistance. Specifically, the MCC requires consulting services to assess the Development of the Artisan Sector project proposed by the Government of Morocco (GoM). The actual number of consultants engaged will be dependent on the ability of applicants to take on one or more of the specialized tasks described below. Individual statements of work will be negotiated prior to engagement.

MCC plans to hire consultants with specific knowledge of the artisan sectors in developing countries. Special consideration will be given to candidates with expertise in ceramics, leather-making, and copperware. MCC has a need for technical experts who can help specifically with issues such as the economics and implementation of the transition to gas kiln technology that has been proposed for the pottery activities and related issues such as the treatment of clay to be used by the potters.

Ideal candidates will have appropriate educational qualifications; professional experience on related issues in developing and/or transitional countries; ability to be collaborative in a team environment; and excellent oral and written communications skills. Best qualified applicants will have a minimum of 10 years experience in a combination of the following areas:

- Assessing the condition of craft and artisan systems in developing countries and prioritizing the interventions that are most urgently needed. Specific experience and technical skills in production techniques and technologies related to pottery, leather-making, and copperware are the specific areas of targeted expertise.
- Gathering and assessing evidence of constraints in developing countries’ artisan sectors, and conducting market analyses and value chain assessments;

- Assessing the various channels by which artisan-related interventions could create additional value added and contribute to poverty reduction;
- Drawing upon past government and/or donor-community experiences related to artisan programs and adaptation to new technologies in developing countries to determine the most appropriate plan forward;
- Preparing related program design documents and budgets;
- Identifying implementation risks and appropriate mitigation measures;
- Supporting the governments of developing countries, or institutions in those countries, to undertake appropriate policy and other reforms;
- Supporting the governments of developing countries, or institutions in those countries, to plan and implement programs;
- Monitoring and evaluation of programs in developed and/or developing countries using rigorous impact evaluation methodologies.

The persons selected must be skilled in performing project analysis and appraisal, with the ability to identify the essential risks and issues of concern to a funding entity. The consultant must have the ability to brief high-level U.S. and foreign government officials on critical technical matters and would be expected to coordinate with local authorities responsible for MCC Compact development as well as other donors, where relevant.

Travel to Morocco will be required. International experience, especially in developing or transitional countries, is highly desirable; as are language skills (French and/or Arabic).

Evidence of ability to work collaboratively with counterparts and constructively within teams will be required. Designated Consultants may be requested to mobilize on short notice and will be expected to deliver high-quality finished products in a timely manner.

Individual assignments could range from a few days to 6 months in duration. Compensation will be based upon experience. The MCC will select multiple sources to provide these services. There will be no commitment to a minimum amount of work after the award of a contract. In addition, multiple consultants will be identified for possible future contracts as needed.

Interested parties should submit by e-mail to recruitment@mcc.gov the following package: a resume (5 page limit) and brief cover letter 1) describing areas of expertise, 2) indicating specific sector(s) of expertise, 3) containing three professional references, and 4) containing proposed consultancy rates on a daily basis, including salary history during the past 3 years. Please include “Morocco Artisan Consultant” in the subject line of your e-mail and indicate the publication wherein you saw the advertisement. Candidates must be registered with the Central Contractor Registration at www.ccr.gov prior to the award of a contract. This announcement is open through September 30, 2007; the MCC will periodically consider applicants to fill positions following posting of the announcement.

SCOPE OF WORK

Technical Experts in Artisan Sector Development in Morocco

A. Introduction

The Millennium Challenge Corporation (MCC) is a U.S. Government corporation whose mission is to provide assistance that will support economic growth and poverty reduction in carefully selected countries that demonstrate a commitment to just and democratic governance, economic freedom, and investments in their citizenry.

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- Assessing the various channels by which artisan-related interventions could create additional value added and contribute to poverty reduction;
- Drawing upon past government and/or donor-community experiences related to artisan programs and adaptation to new technologies in developing countries to determine the most appropriate plan forward;
- Preparing related program design documents and budgets;
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B. Summary Country Information

Morocco has taken significant strides in identifying sectors of its economy which it believes have strong potential for growth and job creation. The artisan sector is one of those sectors. Morocco has also taken advantage of its selection as a MCC-eligible country to propose several projects for funding by MCC under a five-year agreement (a Compact). Most of the activities in the Development of the Artisan Project focus on rehabilitating physical infrastructure and improving skills for mono-artisans (potters, metal workers, and leather workers) in Marrakech, Fez and several other communities in the proximity of those two cities. Several are also focused on SME development within the artisan sector.

C. Background

This proposed program of activities includes, among others: 1) relocating potters and metal workers in Fez to new artisan villages and providing several forms of assistance to help them improve their products and increase sales, especially to tourists; 2) providing on-going training to artisans who are located in Fez and Marrakech and several other nearby locations and who are employed in the fields of pottery, metal-working, and leather work; 3) helping potters to migrate from traditional pottery firing techniques to gas kilns; and 4) providing coaching and training to employees of SMEs specializing in pottery, leather and copperware.

D. Scope

The consultant(s) will provide expertise in assessing and recommending ways to refine the proposed Artisan sector project described above.

Specific areas of concentration include, but are not limited to:

- An assessment of current artisan training programs in Morocco, their capacity to reach a larger population of artisans as well as their capacity to teach new skills and new technologies.
- An analysis of how artisans can connect with new supply chains for export as well as tourist consumption. Separate assessments will be needed for:
 - Pottery
 - Copperware (dinanderie), and
 - Leather
- An assessment of the impact on business practices of moving artisans to new villages d'artisans
- An assessment of the economics of the transition to gas kilns and the proposed patterns of utilization of such new technology.
- An assessment of the economic benefits of proposed plans for upgrading store fronts in the medinas (traditional city centers) of Fez and Marrakech.
- An assessment of the impact on sales and tourist traffic of renovated fondouks (hotels and stables) and other common display buildings and the selection of merchants whose goods would be displayed in them. This would include assessments of the selection process for eligible projects and the methods for financing such projects.

- An assessment of the proposed marketing and promotional activities in support of those crafts and the medinas of Fes and Marrakech
- An assessment of the proposed activities for supporting SME development within the artisan sector, including an analysis of current activities in this area in Morocco.
- An assessment of the constraints facing individual artisans and artisan associations in undertaking the aforementioned investments or activities, e.g., why have these activities not been undertaken to date? What would be the rationale for public funding (e.g., public goods provision, mitigation of market failures) by the MCC?
- An assessment of the type and extent of artisans' present use of financial services (particularly credit), and of the barriers to deepening and broadening the portfolio of financial services available to artisans. What is the evidence that (1) the underlying economics of the artisan sector, and/or (2) financial sector inefficiencies (which?) play a role in limiting artisans' access to financial services?
- Identification of the main features of the policy environment that bear on the profitability and broader economic benefit of activities in the artisan sector, and suggestion of potential policy reforms that would enhance these impacts.

Wherever possible, each of the above assessments should be grounded in evidence and data from Morocco and from analogous craft and artisan systems in other developing countries. In addition, the consultant(s) will need to collaborate with consultants working on infrastructure and environmental issues related to the Artisan sector project.

E. Tasks:

The overall objective of this consultancy is to assist MCC in conducting a due diligence assessment of the proposed artisan projects and to assist in proposing ways that these proposed projects can be made technically and economically more feasible and sustainable.

More specifically, the consultants will be required to carry out and complete the following tasks:

1. Read the Moroccan proposal regarding these activities as well as other source material regarding Government of Morocco plans regarding support for the artisan sector. Prepare due diligence questions to guide the assessment of project feasibility.
2. Examine current constraints to successful implementation of the respective components. This will require coordination with other consultants working on issues related to fondouk renovation and tannery reconstruction and other infrastructure projects related to artisan activities. It will also require on-site interviews with artisans, government officials, trade associations, donors, and

other sources of research and knowledge regarding these sectors and these locations.

3. Conduct an assessment of potential implementing entities for the proposed artisan sector components of the Moroccan proposal, including private sector operators or private-public partnerships.
4. Conduct a survey of technical assistance activities in the artisan sector currently conducted or planned by other donors as well as current and proposed Government-sponsored activities. Assess past donor and government activities in the sector and distill lessons for the proposed MCC interventions.
5. Based on the conclusions of the aforementioned investigations and working in tandem with the MCA Morocco (MCC's counterpart organization in Morocco) and MCC, propose recommendations for a modified project design (if necessary) that is technically feasible and sustainable, shows a high economic rate of return (ERR), and is projected to have a measurably high impact on increasing the employment of low-income Moroccans during the Compact period and beyond.
6. Construct a draft implementation plan that would sequence significant events and constitute a timeline covering the five years of the proposed Compact
7. Be available for potential extension of initial contract period in order to provide input to Requests for Proposals (RFPs) for major elements of project to implement projects that are approved for support by the MCC.

F. Deliverables

The deliverables to be submitted by the consultant are the following:

- a) Before flying to Morocco for an initial two-week evaluation, submission for MCC approval of a 2-3 page Scope of Work outlining (a) key trip objectives, (b) the initial set of Due Diligence Questions that the consultant will review during the due diligence mission, and (c) a list of meetings with experts that the consultant will hold while in Morocco.
- b) Within three days after the conclusion of the trip, a verbal and written (1-2 pages) summary of overall preliminary findings.
- c) Within three weeks after returning from Morocco, submission of a report in draft form to MCC addressing the following:
 - A review of the opportunities and constraints within the artisan sector as described in the Moroccan proposal, and an assessment of the potential of each of the proposed component parts to overcome the constraints and lead to growth of the sector.

- The technical feasibility of each of the component parts of the project as proposed by the Government of Morocco (other than specific infrastructure and environmental issues), assessment of budgets proposed, and recommendations regarding how to address short-comings, e.g. modifications to the scope of the project, ways to modify the implementation plans for gas kilns, etc.
- A description of the technical capabilities of training institutions and their ability to increase scale and broaden their subject matter.
- A description of the technical capabilities of any other implementing entities for the proposed activities.
- Survey of technical activities in the artisan sector currently conducted or planned by other donors.
- Findings from interviews with wholesalers, specialized service providers, and others regarding the potential for the proposed interventions to produce the growth, jobs, and competitiveness that are the objectives of the projects.
- Responses to the questions posed as due diligence questions prior to the trip.

Within three weeks after returning from Morocco, a cost report including the following elements: location(s), date(s) of performance, labor hours, billing rate, and other direct costs.

Within two weeks of the receipt of comments from MCC (which comments shall be provided within one week of the date of receipt of the draft report), submission to MCC of the final report.

G. Acceptance Criteria

The deliverables will be evaluated according to the following criteria:

- Thoroughness and timeliness in complying with all the elements laid out in the tasks.
- Quality and clarity of analysis and work produced

H. Period of Performance and Level of Effort

The period of performance for this contract shall start on the date of contract award and last no later than June 30, 2007. The estimated total of actual working days is 35-60 days, although for some consultants it may be more or less than this amount of time. The estimated minimum level of effort is summarized below. Depending on how the assessments develop, multiple trips to Morocco may be required.

<u>Task</u>	<u>Estimated Duration (Working Days)</u>
1. Desk review of project documents submitted by the Moroccans as well as donor documents on artisan activities in Morocco.	3
2. Preparation of the Scope of Work containing (a) Key trip objectives; (b) Due Diligence Questions; and (c) A list of planned meetings while in Morocco.	1
3. Field work and assessments, followed by a final debriefing session to MCA team in Morocco.	10
4. Preparation and finalization of report and cost report.	19
5. Preparation of a document containing 1-2 paragraph responses to each Due Diligence Question raised during the trip.	1
6. Participation in teleconference calls with MCC staff in D.C. (totaling no more than 8 hours)	1
Total	35

I. Performance Location

The consultant shall perform the services and tasks generally identified above at the consultant's home facilities, at MCC facilities in Washington, D.C., or in Morocco.

While on travel either in Morocco or to attend meetings in Washington, MCC shall pay a per diem rate that is standard for US Government employees and will pay for transportation to and from the consultant's home city.

J. Timing and Reporting

The consultant will have as his or her primary reporting relationship the Contracting Officer's Technical Representative (COTR), Thomas Campbell, Senior Director for Financial and Private Sector Development. All formal communication with MCC, including reports, will be done through the COTR. The COTR will review and evaluate the contractor's performance, and also will coordinate any communications with relevant counterparts at GoM and other donor agencies and organizations.

K. Contracting Officer's Technical Representative (COTR)

Thomas Campbell (campbelltj@mcc.gov) Senior Director for Financial and Private Sector Development, or his designate, shall serve as the COTR and shall have supervisory responsibility over the consultant. Any change in the terms of the contract must be made in writing and approved by the Contracting Officer. No representation of the COTR shall serve as a basis for an alteration in the general scope of this contract or of the terms and conditions of the contract unless confirmed in writing by the Contracting Officer. The consultant must communicate with the Contracting Officer on all matters that pertain to the contract terms. Proceeding with work without proper contractual coverage could result in nonpayment for that work.

September 7, 2006